

Middle School Initiative

**PART I
COVER SHEET**

CAP 4 SEMESTER 1 WEEK 3

COURSE: Flight Commander Leadership Laboratory, Achievement 9

LESSON TITLE: Management: An Overview and Types of Communication

LENGTH OF LESSON: 50 Minutes

METHOD: Informal Lecture - Discussion

REFERENCE(S):

1. *Leadership: 2000 and Beyond*, Volume II, Chapter 8
2. AFPAM 36-2241, Volume 1, Chapter 13, *USAF Promotion Fitness Examination Study Guide*, 1 Jul 99

AUDIO/VISUAL AIDS/HANDOUTS/ACTIVITY MATERIAL(S): None

COGNITIVE OBJECTIVE: The objective of this lesson is for each cadet to:

1. Become totally cognizant of the purpose for resource management.
2. Master the means of effective communication.

COGNITIVE SAMPLES OF BEHAVIOR: Each cadet will become thoroughly familiar with the beginning principles of resource management and be able to effectively communicate with other members of the unit.

AFFECTIVE OBJECTIVE: N/A

AFFECTIVE SAMPLES OF BEHAVIOR: N/A

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PART II TEACHING PLAN

Introduction

ATTENTION: Let me start our session today with a thought question. Just what does management have to do with the CAP Cadet Program? Think about that for a while and we will get back to the question for your answers shortly.

MOTIVATION: I would like to use a quote today that was used back in Leadership Lab 5. Brigadier General Richard L Anderson, past commander of Civil Air Patrol said, *"Leadership is often confused with management. Management is a science and comes from the head. Leadership is an art and comes from the heart. Management is important ... but leadership is indispensable. As for me, give me one leader for every 100 managers! And while I cannot hope to even describe leadership for you, I assure you that you know a leader when you see one."*

TRANSITION: General Anderson was National Commander of Civil Air Patrol for several years, but he was also the primary manager of the resources available to him. Leadership has inherent management requirements laid upon it to assure effective use of all resources. We will discuss some management principles in this class today.

Body

MP 1 Management: An Overview. What is management? This was the thought question I gave you in my opening statement. Do you have some answers? (Several cadets may be asked to give their answer to this question. The instructor should critique these answers and come to a consensus of their input.)

The definition of management taken from Webster's Unabridged Dictionary is "1. (a) The act, art, or manner of managing, or handling, controlling, directing, etc.; (b) A being managed. 2. Skillful managing; careful, tactful treatment. 3. Skill in managing; executive ability."

The US Air Force and Civil Air Patrol define management as "the process of organizing and using resources to accomplish predetermined objectives." Just what are the resources that must be managed? (Selected cadets should render answers to this question and the instructor will consolidate the answers.) Primarily, resources are people, money, and materiel. Civil Air Patrol education and training programs exist to develop the most important of these resources - you. Management of resources is different from technical expertise. In managing a function, you are required to understand the nature of the work, not necessarily the technical part of the job or task at hand. You will deal with the organizational goals and the processes in achieving these goals, not specifically how each process is accomplished. As a manager, you have an inherent

responsibility to provide the appropriate leadership, guidance, policies, and decisions that guide the workers towards the achievement of the stated goals.

Your second managerial responsibility lies in the practice of materiel management. Each of you is charged with the safeguarding of Civil Air Patrol equipment and supplies, whether signed for or not. The uniform that you wear is an article of equipment that you are signed for. Should you destroy any part of it, you would be monetarily responsible for replacing that item. This goes for any piece of equipment that you may have in your possession.

As a cadet, you may have the requirement for monetary responsibility if there is a unit snack bar and you are placed in charge of it. You would be given the authority to purchase the products and protect the inventory; handle the monies as prescribed by the units' SOP on the snack bar, etc. In effect, you are acting in the capacity as the snack bar supply and financial manager.

MP 2 Functions of Management. Establishing good, specific, and measurable goals aids in the accomplishing any stated mission. The five major functions of management help the organization achieve its goals. These functions are: Planning, Organizing, Coordinating, Directing, and Controlling. Each of these functions will be discussed in depth in succeeding achievements of the cadet program.

Please refer to Pages 8-4 and 8-5 of your text for further information on this general overview of management.

MP 3 Types of Communication. What are the two major types of communication? (Cadet answers.) They are verbal and written. Let's take a look at each of these types.

In verbal direction giving, you are cautioned to assure that the direction or order is understood by the person receiving the information. To assure that you have gotten the word across to the receiver, have that person repeat the order, or instruction, if the information is complex so that you may be assured that it is understood completely. Reinforce the instruction as necessary to ensure that the goal is attained. This interaction allows you to ascertain how well the receptor was listening to you.

There are four types of oral direction that you will be dealing with throughout your tenure in this program. They are: demand - an order; request - same as an order, but more politely given; suggestion - given to highly competent individuals; and volunteer - beyond normal duty requirements. Each of these types have their place in the military establishment, as well as civilian life, based on what needs to be done and by whom.

Written communications are used for precise or complicated instructions. In writing this type of communication, you must ask yourself if you have covered all the internal questions of who, what, where, when, and why in your document. If these questions are satisfied in your written direction, then the personnel tasked to carry them out should have no problem in doing so - right? Not necessarily so. What you believe is clear-cut and concise may be very confusing to those that must carryout the direction. We now have to fall back to an oral communication to

assure that the direction is understood. There maybe a minute point that you missed that needs clarification.

As we have discussed in past sessions, the art of communicating certain meanings may have several stumbling blocks, such as the use of large, complicated words that have several differing definitions. We must impart our thoughts in such a fashion that our words are instantly recognized and understood.

NOTE: Time permitting, instructor should allow for independent in-class study of text material and personal interface with cadets on the subject material, as needed.

Conclusion

SUMMARY: In this period, we have discussed what management is and how it functions within the unit. Effective leadership requires efficient management of unit resources. To effectively manage resources, we must be able to communicate effectively, either by word of mouth or by the written word. These are the things that we have studied today.

REMOTIVATION: Leadership is influencing people--by providing purpose, direction and motivation. Management of resources; people, materiel, and money, makes the unit to operate efficiently. The two, leadership and management, are inseparable.

CLOSURE: In closing this period, I certainly hope that you have gained an insight into what management will require of you as an upcoming leader in the cadet program. Make sure that you read your text and complete the appropriate chapter review questions relevant to this hour. Class is dismissed.

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**PART III
LESSON REVIEW**

LESSON OBJECTIVE(S): The objective of this lesson was for each cadet to become acquainted with resource management and the two primary types of communication.

LESSON QUESTIONS: Completion of chapter review exercise satisfies this requirement.